

Position Description

Title:	Director Audience Engagement	Reports To:	Chief Executive
Directorate:	Executive Team	Direct Reports:	<ul style="list-style-type: none"> • Head of Exhibitions • Head of Technology & Digital • Head of Learning & Public Programmes • Head of Marketing & Public Relations • Audience & Impact Research Manager
Status:	Permanent 1.0 FTE	Date:	October 2024

About The Museum

Tāmaki Paenga Hira Auckland War Memorial Museum is New Zealand’s largest museum, caring for more than 6 million taonga – documents, specimens and artefacts. We are Auckland's home of commemoration, New Zealand’s oldest research institution, an education facility, and a major tourism destination. We employ approximately 300 people and have over 200 volunteers who kindly donate their time to us.

We offer a rich and fulfilling work life where we embrace diversity and nurture our bicultural capability as demonstrated in our Teu le Vā and He Korahi Māori strategies. We also offer a great range of benefits such as flexible work and leave, Insurances, and an award-winning wellbeing programme.

Purpose & Context for the Role

The Director, Audience Engagement has overall executive responsibility for the leadership, development and delivery of the Audience Engagement functions at the Museum. Delivered through an integrated programme on-site, off-site and on-line; the position holder ensures that the Museum’s public experience exceeds public expectations, is audience-led and rivals the achievements of the best museums in the world.

Audience experience encompasses all the services, products, and programmes that the Museum offers the public and specific groups, whether within the Museum building, beyond its walls around Auckland or digitally. It is a whole-organisation effort, involving a wide range of external individuals and organisations and clusters of expertise internally.

This role is multi-faceted and is responsible for leading four core functions underpinning the Museum’s success, which includes public programmes and events; learning and education; touring exhibitions and gallery displays; marketing, market research, production (including

audio visual, lighting and display); development of a digital experience and content, community participation and engagement.

Public Programmes

Accountable for leading with a continuous improvement mind-set to enhance the quality, added value, responsiveness and public appeal of the Museum’s public programmes, and overall public offering. Ensuring co-ordination and alignment with the Museum Membership programme to ensure a cohesive offer and a balanced approach to revenue generation

Education

Development and expansion of a comprehensive learning programme with a focus on schools, with delivery through a variety of channels including onsite visits, digital products and physical outreach to schools and other locations across Auckland.

Technology & Digital:

Delivery of a Digital Strategy that ensures that the Museum can maximise its reach beyond its walls and deliver a 21st-century museum experience. The Director Audience Engagement oversees the people, processes, and technologies within the information technology department to ensure they deliver outcomes that support the goals of the Museum.

Marketing & Audience and Impact Research:

Executive responsibility for overall development, implementation and evaluation of all marketing initiatives, ensuring strong connection to brand and vision, increased awareness of Museum offerings, increased visitation, audience growth and revenue.

Exhibitions:

The position holder ensures the coherence of capital investment in long term exhibition development, public programme infrastructure, optimising their efficiency and environmental impact. Executive leadership of a cohesive exhibition/gallery offer from conceptual development through to physical and digital delivery which is aligned with audience interest, strategic priorities and collection strengths.

The Museum is a bicultural workplace and the person in this role will uphold the principles of He Korahi Māori and Teu Le Vā.

Accountabilities

Key Tasks:	Key Activities:
Executive Leadership	<ul style="list-style-type: none"> • Providing executive input into the vision and goals of the Museum and their ongoing leadership. • Strong participation in the ongoing development and/or resetting of the Museum wide strategic plan. • A trusted, reliable and professional member of the Executive Team. • Providing Executive leadership in building and shaping a robust and inclusive culture built on a strong bi-cultural approach. • Building an organisational culture of excellence and continuous improvement.

	<ul style="list-style-type: none"> • Leading the Audience Engagement portfolio to transform the Museum’s public offer to develop audiences and highlight our collections. • Providing executive leadership of a culture of excellence and continuous improvement in Audience Engagement and for the best possible outcomes for public participation and collections access, with creative approaches and sensitivity for the environment. • Develop and lead the strategy for Audience Engagement. • Co-lead the Digital Strategy with the Director, Collections and Research, to ensure the Museum’s digital experience is well integrated into on-site experience, reach is extended and participation through digital is increased. • Develop and role model supportive and trusted relationships with all colleagues (Trust Board, executive, managers and staff) and contribute widely to the enhancement of the Museum’s reputation and its successful operation through high quality professional advice and contribution.
<p>Governance & Executive Financial Management</p>	<ul style="list-style-type: none"> • As a member of the Executive, Museum-wide oversight and responsibility for preparation, monitoring and delivery of all of governance and financial initiatives. • Active participation in the development and/or review of the Museum's statutory documents, Museum policies, management reporting, Statement of Service Performance, Auckland Council reporting, annual reports, Draft Annual Plan. • Active participation in the annual budgetary process, including setting the organisation’s Annual Budget, Quarterly and Half-Yearly reviews, taking appropriate corrective action to ensure the Museum's financial sustainability. • Lead the development of the Directorate's financial planning in open dialogue with Executive colleagues to optimise day to day operational costs and to deliver the Museum’s exhibition aspirations. • Manage the competing priorities across Audience Engagement budgets, ensuring targets and timeframes are met. • Identify efficiencies and savings, and collaborative opportunities with other directorates or with external partners, to maximise the outcomes from applying the Museum’s resources. • Prepare detailed business case documentation for Audience Engagement projects. Successfully lead these through the approval processes, to the Chief Executive; or, depending on scale, via the Chief Executive to the Trust Board.
<p>Strategic Planning</p>	<ul style="list-style-type: none"> • As a member of the Executive, museum-wide oversight and responsibility for monitoring, delivery and reporting against the five-year strategic plan, He Ara Whaowhia (Taumata-ā-Iwi strategic Plan), and the annual plan. • Accountable to develop and drive strategic initiatives that enhance organisational performance and build long-range capability. This requires the ability to bring clarity to complex issues, resolve competing demands and expectations, and successfully bring about

	<p>adjustment to organisational culture and practice where appropriate.</p> <ul style="list-style-type: none"> • Take a long-range view and put plans in place now to respond to environmental changes on the horizon in the Museum sector.
Professional Contribution	<ul style="list-style-type: none"> • Chair Museum committees, teams and working parties, as delegated by the Chief Executive. • Lead internal and external conceptualisation for major visitor experience products including temporary exhibitions; display and other unique physical interventions; digital opportunities; major public events, including “beyond the walls”; and in partnerships. • Articulate an expansive and innovative approach to developing visitor and outreach experiences, encouraging a blend of creativity, market knowledge and advances that are risk-managed, appropriately technological, based on knowledge-sharing and interactivity. • Apply new innovative solutions and changed approaches, oversee their evaluation and assessment, and keep Executive Team colleagues informed about emerging conclusions and trends. • Collaborate with the Taumata-a-Iwi and ensure a vibrant, productive and professional relationship with the Museum’s advisory groups and networks to further develop the appeal, relevance and reach of Audience Engagement. • Maintain an advanced understanding of contemporary trends, research and future-thinking ideas within audience-focused and collections-related museology and associated cultural, artistic and knowledge-creating areas. • Develop strong relationships with government agencies whose policy and delivery mandates impact the museum sector and contribute analysis and advice on matters affecting collection development, management, ethics and access. • Maintain strong relationships with GLAM sector leaders in order to identify collaborative projects, develop a culture of reciprocal information sharing and advance matters of common interest benefiting collections and their utility and engagement with communities. • Represent the Museum and participate in external projects, regional, national and international advisory boards as appropriate. • Take a “whole of museum” approach to work; champion collective decisions; assist colleagues to achieve organisation’s strategic priorities and present an image that is appropriate for an executive leader.
People Leadership	<ul style="list-style-type: none"> • Provide executive leadership in building and shaping a robust culture in the Audience Engagement Directorate built on a strong bi-cultural approach. • Build a culture of understanding of the factors that influence effective people leadership / management and practices. • Regularly review Direct Reports' performance, capability and succession plans to balance the ongoing development of staff with

	<p>the current and future requirements of the Museum for delivery and succession planning.</p> <ul style="list-style-type: none"> • Build relationships across other directorates in order to foster a culture of reciprocity, common goals and shared problem-solving and promote this approach to direct reports and wider teams. • Coach and mentor team members as appropriate and identify and respond promptly to any training and development needs. • Manage performance issues with integrity, and in a timely manner. • Meet all Museum driven People Objectives and timelines. • Ensure an appropriate mix of permanent and consultancy/contract staff to cost-effectively achieve the required skill-sets and flexibility to deliver business case outcomes.
Public Programmes & Education	<p>The Director, Audience Engagement is responsible for the short and long-term development and organisational delivery of a public programme and content that:</p> <ul style="list-style-type: none"> • Oversee the development and delivery of a schedule for all public-facing programming, from concept and business case development, through to implementation, summative evaluation and – as appropriate – longitudinal research to demonstrate impact and ROI. • Delivers balanced revenue generation alongside strategic community outcomes • A comprehensive learning programme delivered onsite, online and offsite with a focus on schools.
Technology & Digital	<p>The Director, Audience Engagement is the Executive Team Lead for:</p> <ul style="list-style-type: none"> • Delivery of a Digital Strategy that ensures that the Museum can maximise its reach beyond its walls and deliver a 21st-century museum experience. • Increased access to collections and ways audiences can engage with those collections achieved by visitors having opportunities to contribute their own knowledge and narratives to exhibitions and, using digital delivery, personalising how they experience the Museum and its services, both onsite and offsite. • The management, implementation, and usability of information and computer technologies.
Marketing & Visitor Market Research	<p>The Director, Audience Engagement is the Executive Team Lead for:</p> <ul style="list-style-type: none"> • Overall development, implementation and evaluation of all marketing initiatives, ensuring strong connection to brand and vision, increased awareness of Museum offerings, increased visitation, audience growth and revenue. • Ensuring front-end, formative and summative evaluation is undertaken for all marketing initiatives and that reliable measurements are in place to enable effective planning and decision making. • Brings to life the Museum’s mission, vision and brand. • Is vibrant and enticing, and of high quality expanding our audiences. • Is strong at our core on-site, shared and connected through digital channels, and alive in Auckland’s diverse communities. • Opens up access to, and generates understanding of, the collections.

Exhibitions	<p>The Director, Audience Engagement is the Executive Team Lead who:</p> <ul style="list-style-type: none"> • Leads and manages the Audience Engagement teams to deliver practical, innovative, creative solutions that can lead to the implementation of a synthesised and integrated programme, coordinated with capital works. • Sets the content strategy for gallery renewal projects. • Delivers He Korahi Māori and Teu le Vā in public experiences. • Delivers an inbound touring exhibition programme that drives visitation and revenue in line with budgeted business cases and audience development goals • Fosters participation, collaboration and contribution. • Ensures memorable and inspiring experiences. • Represents, reflects and responds to the distinctiveness of Tāmaki Makaurau and its peoples. • Ensures authentic engagement with communities by shaping new directions for visitor experiences, programmatic approaches and content, development. • Oversees stories and programming aligned with the Museum’s strategic goal of providing relevant experiences grounded in the core research and collections of Auckland the Museum which draw on its unique qualities – its duties as a major war memorial; its role as kaitiaki of human history collections, including significant Māori and Pacific taonga; and its fascinating documentary heritage and public science collections. • Provides strategic oversight of the development of content and delivery of a comprehensive, world-class public experience in renewed galleries and new spaces over time.
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Important Relationships

External:
Supporting the Chief Executive, with other Executive Team members, maintaining and developing relations with key stakeholders and partnership organisations in relevant spheres, including within digital, learning & community sector, and the exhibition field; and with other museums and culture/arts bodies in New Zealand and also internationally; plus relevant local and national government departments, design and creative industries, museum sponsors and supporters

Internal:
Executive Team, direct reports and corresponding teams, Senior Management Team, Trust Board, Taumata-a-Iwi, Pacific Advisory Group, Youth Advisory Group, Digital Advisory network, Learning Advisory group, Public Engagement team, War Memorial teams, wider staff and volunteers.

Our Expectations of our People

Ensure a healthy and safe work environment

- Takes reasonable care of their own health and safety and ensures that their actions don't cause harm to themselves or others.
- Complies with any reasonable instructions, policies or procedures on how to work in a safe and healthy way.
- Understands and adheres to emergency and evacuation procedures.
- Speaks up about health and safety matters that could affect them or their workmates
- Actively participates in hazard identification and reporting
- Makes suggestions on how to improve health and safety at work.

Cultural awareness

- Proactive awareness and engagement with a wide range of cultures and associated protocol and traditions within Auckland, with particular reference to the Māori Dimension (He Kōrahi Māori) and Pacific Dimension (Teu le Vā);
- Understands and demonstrates the principles and application of the Treaty of Waitangi and the implications for the work of the Museum.
- Demonstrates a thorough understanding of the Museum's specific obligations in Auckland's cultural landscape and actively contributes to its evolution from a colonial institution to a future museum.

Digital capability

- Almost every role at the Museum depends upon technology to fulfil its purpose, we also use technology to create, store, protect, use, and share our digital assets. All Museum workers are responsible for the appropriate use of technology, compliance with all cybersecurity instructions, and the wellbeing of our digital assets.

Develop self for current and future employment

- Knowledge and skills are developed and maintained for competent performance of current position.

He Waka Eke Noa – Values & Behaviours

He Waka Eke Noa describes our unique identity and how He Korahi Māori and Teu Le Vā underpin how we think, act, and feel as employees of Auckland Museum. It is a leadership competency framework which sets out how we lead, behave and work with each other, our visitors, and communities.

- Authentic – Understanding our purpose, practicing our values, leading with our hearts
- Customer Centred – Creating memorable positive experiences for each other our audiences
- Respectful – Honouring each other, valuing our differences
- Connected – Connected to each other, our work, and our communities
- Growth Mindset – We treat challenges as opportunities

Core Competencies Required – Leading Others

Self-awareness

- Creates a team culture of feedback and self-awareness. Is approachable, and actively listens to direct reports ensuring they feel heard

Connected

- Role models collaboration, cooperation and a 'one museum' view.

Integrity

- Practices what they preach, rewards behaviour aligned with shared organisational values and principles and disapproves of behaviour that isn't.

Manaaki

- Role-models manaakitanga and teu le vā through the quality of service they deliver and by the care demonstrated to their colleagues, direct reports and manuhiri.

Resilience and Optimism

- Remains calm and doesn't become defensive, keeps things in perspective for their people. Keeps a positive mental attitude when the going gets tough.

Authentic

- Champions and enables team members to connect with the Museum's vision and goals delivering on our commitments to Te Tiriti Ō Waitangi, He Korahi Māori and Teu Le Vā.

Accountable

- Takes personal responsibility, will tackle challenging issues and take a tough stand when required.

Inclusive

- Creates an environment where people are free to be themselves and bring who they are to work. Is aware of their own biases and does not let this impact decisions or treatment of others.

Generosity

- Enables others to succeed by providing appropriate information, resources and autonomy. Actively seeks opportunities to encourage and develop their people.

Additional Competencies Required for this Role

Success in this role requires the following additional competencies.

Ethics & Values (Authentic)

- Acknowledges they are their leadership role and they influence the entire organisation through their values, actions and priorities.

- Avoids making casual comments about management, leadership or the Museum, or discussing team members except in a proper and professional way.

Innovation Management (Curiosity)

- Fosters curiosity by giving their people time and resources to explore their interests.
- Encourages people to be curious and view tough situations creatively to generate innovative solutions.
- Helps their people adopt a learning mindset by rewarding them not only for performance but also for the learning needed to get there.
Champions and enables constructive and respectful conflict in order to reach the best decisions for the Museum.

Managing Vision & Purpose (Our Unique Identity)

- Champions and enables team members to connect with the Museum's vision and goals and helps them to understand the impact they have on others.

Peer Relationships (Collaboration)

- Leads people to collaborative solutions, even when faced with problems and challenges.

Peer Relationships (Connected to each other)

- Role-models collaboration, cooperation and a 'one-museum' view.
- Is a role model and catalyst for manaaki culture across the organisation.
- Builds and maintains good working relationships with peers in order to develop solutions based on collective leadership, insight and support.

Skills & Experience Required for this Role

Success in this role requires the following foundations.

- Relevant post-graduate tertiary qualification with a demonstrable track record of contributing to the corporate management of a large and complex organisation.
- A minimum of 15 years' relevant experience, including a minimum of five years involved in strategically leading and influencing contemporary Audience Engagement programmes;
- Proven organisational leadership in a digital environment with an advanced understanding of digital practice and delivery.
- Sound commercial, contract project management and budget management experience in relation to the successful implementation of substantial public programmes.
- A proven track-record of delivering high-quality, innovative public experiences, with measurable successful outcomes for audiences and collections, staff and the organisation in a relevant cultural, creative or arts sector.
- Good commercial intuition combined with discriminating use of data analysis to drive, deliver and communicate performance outcomes.

- Highly innovative and adaptive with proven leadership ability to direct diverse multi-disciplinary teams in a complex matrix, cross-functional project management environment, delivering best-practice advice, services and results.
- Excellent influencer, negotiator and problem solver, with a history of managing complex challenges and proactively resolving issues.
- Sets high personal and professional standards; assumes responsibility and accountability for the successful completion of projects, assignments or tasks.
- Displays energy, optimism and creativity; maintains effective performance when faced with ambiguity; demonstrates high standards of ethical behaviour; a team player.
- Excellent verbal and written communication skills and the ability to inspire, enliven and express a convincing vision; a commitment to working collaboratively with Executive Team colleagues; and the capacities and personal attributes to communicate and build relationships with a broad range of people at all levels and from multiple cultures and backgrounds.
- An understanding of legislative requirements pertinent to the Museum, including the Auckland War Memorial Museum Act 1996.

He Oranga Tangata ka ao
Enriching lives: Inspiring discoveries